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Executive Registry

72-14741

23 JUN 1972

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : DDP Reply to Recommendation No. 5 of the
IG Survey of the Imagery Analysis Service

I consider subject reply to be responsive to our recommendation for a greater use of imagery intelligence by the Clandestine Service. I was particularly pleased to note that the Service will make a special effort to brief the operations officers of the area divisions and the branch chiefs with a view towards stimulating maximum possible use of the services that the Imagery Analysis Service can provide.

(Signed) William V. Broe

William V. Broe
Inspector General

OIG (23 June 1972)

Distribution:

Orig - Addee

1 - ER ✓

2 - IG (w/h)

EXECUTIVE REGISTRY FILE IG/IAS

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Executive Registry

FROM:

Inspector General
2E24 Headquarters

EXTENSION

NO.

DATE

23 JUN 1972

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TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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Ex Dir-Comptroller

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Executive Registry

72-1474/8

IG-1AS

21 JUN 1972

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Clandestine Service Use of Imagery Analysis Service

REFERENCES : a. IG Survey of the Imagery Analysis Service, Mar 1972
b. Ex. Dir. -Comptroller's memo, 23 Mar 1972, "IG Survey of the Imagery Analysis Service"

"Recommendation No. 5

"That the Deputy Director for Plans review the Clandestine Service use of the Imagery Analysis Service to determine whether imagery intelligence could be put to greater and more profitable use by the Clandestine Service."

1. The Clandestine Service (CS) use of the Imagery Analysis Service (IAS) has been a matter of review in the past, although not a matter of official record. As in the past, a present review of this subject corroborates the contention that imagery intelligence has a limited application in the conduct of clandestine operations. To better judge the merits of this observation, [redacted] Special Control Officer/DDP, who is also the [redacted] Control Officer, met with [redacted] Chief of the Regional Studies Division, IAS, and later with various representatives of the CS area divisions to determine how, or if, imagery intelligence could be put to greater and more profitable use by the CS. The results of these conversations are stated below.

2. In the meeting with [redacted] was accompanied by two members of the FI Staff. [redacted] was unable to provide any specific suggestions as to how the CS could make better use of IAS capabilities; he could add nothing more than the fact that he believed that the CS was not making full utilization of the IAS. During the discussion, [redacted] stated that CS personnel are given detailed lectures on the services of IAS in CIA training courses at various stages of their career development. This, coupled with the fact

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5. I believe that the suggestion in reference b. of adding an IAS representative to the FI Staff to stimulate thinking is not justified with what I believe to be the limited field of IAS application to CS needs and in view of the steps to be taken as expressed in paragraph 4 above. Furthermore, the Special Control Officer/DDP, who is already part of the FI Staff for administrative reasons, attends the FI Staff weekly meetings and is the link between IAS and the FI Staff, as well as with the rest of the CS. The arrangements discussed above, centered in the Special Control Office/DDP together with the excellent contacts existing with IAS, should produce the maximum usage of IAS capabilities and satisfy the suggestions and recommendations contained in referent memoranda.

Cord Meyer, Jr.

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WHAT IS IMAGERY ANALYSIS?

By 1972 Imagery analysis in CIA will have developed for some 19 years since the original P.I. component was formed late in 1952. Over the years, however, imagery analysis has not been adequately defined or understood in spite of its increasingly valued role in intelligence.

Imagery analysis is an intelligence analysis activity which utilizes overhead photography and other imagery as its primary source material and supports the production of finished intelligence. Imagery analysis is not finished intelligence, nor is it merely processing of a raw intelligence source. It lies somewhere between the two. It draws on a variety of technical skills as well as specialized substantive or geographic knowledge. At its best, it provides the timely analysis and reporting of conditions and events of intelligence significance, for subsequent all-source evaluation and analysis.

What makes the modern-day P.I. a professional "Photographic Intelligence Officer" or "Imagery Analyst," as he is now described? As in the past, his initial task is to interpret or translate photographic information into a form which can be readily understood and used by others. In this he is not unlike a cryptanalyst or translator, even though he works with photography, while the others work with signals. To fulfill his responsibilities, the modern-day imagery analyst must be trained and equipped to use complex, high-performance optical instruments to extract and interpret the maximum information imaged. Some photointerpretation functions could perhaps be done by machine (e.g., a cloud scanner, or a target recognition device), although probably at great expense. But beyond these are other functions which cannot be automated. These involve the uniquely human abilities of a trained professional to react to an infinite variety of situations, using his files. He reacts by analyzing the imagery, applying logic and experience and drawing conclusions. When imagery is the primary or most important source of intelligence in a given situation, then the role of the imagery analyst becomes much like the role of the intelligence production analyst. Yet it is not a role which can be taken on by analysts who are not trained and not in constant practice. The ability to identify the meaning of small tonal changes within an image requires considerable experience and, despite the use of specialized optical devices, in the final analysis the eye and mind of the expert are the sensors which must recognize and react. The professional imagery analyst knows his subject matter and can apply the information he derives from imagery to broader intelligence problems. Inevitably then, as he gains experience, he becomes in effect an intelligence analyst using imagery.

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Maintaining and further developing a corps of professional imagery analysts such as we have described is no easy task. It calls for selection and training specifically designed to develop analysts who can give substance and meaning to the great volumes of imagery acquired and who can use their information, files, and experience to draw conclusions about its significance. To hold these people and maintain their productivity, opportunities for them to advance and improve themselves have to be provided within the framework of a career development program attuned to their particular needs.

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IAS - 154/71
1 October 1971

THE IMAGERY ANALYSIS SERVICE

Background. On 6 February 1967 the Central Intelligence Agency established the Imagery Analysis Service as its departmental imagery analysis organization, separate and distinct from the National Photographic Interpretation Center (NPIC) of which it was formerly an integral part. This new organization was initially set up as a staff under the Directorate of Intelligence, but on 28 July 1967 it was renamed the Imagery Analysis Service (IAS), and became one of the nine operating components of the DDI. The Director of IAS reports directly to the Deputy Director for Intelligence.

Mission. The Imagery Analysis Service is responsible for analyzing photography and other imagery in response to the special needs of the Central Intelligence Agency. It supplements the interagency imagery analysis program in which NPIC and the other P.I. organizations of the Intelligence community participate. IAS also makes a small contribution to the interagency program.

Most of IAS' work is performed for the production offices of the DDI and the DDS&T. It supports their projects and studies, assists in the preliminary assessment of the intelligence content of newly-collected imagery, makes independent evaluations of imagery on critical intelligence questions, and develops and tests hypotheses and new exploitation techniques. IAS also supports DDP operations and provides assistance overseas when required.

Products. IAS responds to CIA requests for imagery analysis in a variety of ways: By producing Imagery Analysis Reports (IAR's), Imagery Analysis Memoranda (IAM's), and Interoffice Memoranda (IOM's). Imagery Analysis Service Notes are published on substantive matters for Agency middle management, and Imagery Research Aids are published on new analytical techniques for other imagery interpretation organizations. Using the secure telephone systems, we also respond verbally to many requests for information.

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IAS - 154/71

IAS contributions to the interagency program take the form of detailed basic reports on non-military industries. The primary responsibility for third phase (detailed) reporting on these industries is assigned to IAS under the National Tasking Plan.

Collocated with NPIC, IAS utilizes a number of services provided by the Center including photo and report reproduction, computer, ADP, library, and research services.

Personnel. IAS, a relatively small organization, has an authorized strength of [] of which [] are working level analysts. [] persons provide specialized operational services and [] are management support personnel. Most IAS analytical personnel were recruited from universities throughout the U.S. but some have come from the military and other agency components. Although many of these analysts have degrees in the disciplines traditionally associated with photo-interpretation, that is, the earth sciences, many other fields of the arts, sciences, and engineering are well represented in IAS.

All new imagery analysts learn the basics of their profession in the Defense Sensor Interpretation and Application Program, which is followed by a period of on-the-job-training in one of the four substantive divisions of IAS. Depending on the individual and the complexity of his field of specialization (missiles, nuclear energy, naval order-of-battle, etc.), it takes about two years of training overall for the new analyst to become fully productive.

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IMAGERY ANALYSIS SUPPORT FOR DDP

1. IAS Relationship to NPIC

The Imagery Analysis Service (IAS) was established to provide intelligence and support to the Agency using photography, primarily overhead photography, as the source material. IAS is located in

[redacted] along with the National Photographic Interpretation Center (NPIC). NPIC is responsible for providing photographic intelligence to the intelligence community on matters of national interest. Although IAS is a DDI component, it is responsive to the needs of all Directorates for imagery analysis support.

2. CS Requirements to the IAS Through the Special Control Office/DDP (SCO/DDP)

In addition to its other responsibilities as prescribed in [redacted] [redacted]/DDP is the focal point between the CS and the IAS.

Because of the special handling required of most of the IAS material and the requirements of the control systems dealing with codeword material, all requests for services dealing with IAS must be placed initially with the [redacted] will review with the CS personnel the problem or requirement, determine if the individual has appropriate clearances, process the requirement, and put the individual in touch with the appropriate element of the IAS to produce the imagery intelligence if available.

Although codeword material is treated within a special system to protect the sensitivity of the material, no one in the CS or the Agency will be denied access to or the use of this material if there is a real need-to-know and it is necessary in the performance of his duties. The [redacted] will be able to assist the individual in making that determination and in getting the necessary clearances where the need-to-know exists.

3. Examples of IAS Support to the CS

To better understand the possible services IAS can provide the CS, the following are some general examples of types of support which have been provided the CS by the IAS:

Checking validity and accuracy of reporting from various sources
Searching for reported installations or facilities, both denied and friendly areas

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The above are intended only as examples of the broad variety of support which might be of assistance on a specific problem. The level and type of support provided by IAS depends on the clearances held by the individual, what part of the world he is interested in and the availability of photography of such a nature that it can satisfy his needs.

In addition to providing support to overseas stations through the area divisions at Headquarters, IAS has sent imagery analysts TDY to overseas stations to work directly with officers in the field. For some time, nine IAS analysts have been on detached service to FE [REDACTED] [REDACTED] There are also a number of experienced IAS analysts on a TDY standby status, ready for overseas travel on short notice.

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72-147418*

*on RB as of 6/22
(IG Senior
IAS)*

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Executive Registry

42-147411

14 MAR 1972

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Report of Survey of the Imagery Analysis Service

1. Forwarded herewith is our report of survey of the Imagery Analysis Service. Copies are being forwarded separately to the Deputy Director for Intelligence. I am pleased to report that we found the Service to be an effective and responsive organization.

2. One of the nine recommendations (No. 5 on page 29) is addressed to the Deputy Director for Plans and pertains to the question of whether the Clandestine Service can make greater and more profitable use of the Imagery Analysis Service. The recommendation and the three paragraphs of text leading up to it have been sent separately to the Deputy Director for Plans.

3. I assume that you will write your own memorandums to the two Deputy Directors requesting their responses to the recommendations; however, if you wish us to prepare drafts for your consideration, we will be happy to do so.

((Signed) William V. Broe
William V. Broe
Inspector General

Attachment:
As stated

O/IG [] ds: 14 Mar 72

Distribution:

Orig - Addressee

✓ - ER

1 - IG

1 - IG (Survey file)

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Executive Registry

22-1474/7

31 MAY 1972

MEMORANDUM FOR: Deputy Director for Intelligence

SUBJECT : IG Survey of Imagery Analysis Service

The comments made in your memorandum of 3 May 1972 in response to the IG survey are accepted and this survey is closed, subject to the following comments:

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a. Recommendation No. 6. Pursuant to the Director's discussion at [] there should not be a hard and fast position on this point either way. Your points are quite valid with respect to the value of candidates with degrees, particularly the benefits which come from a greater focus on earth sciences and related disciplines. At the same time, there are some duties for which these could be overqualified. The Director has indicated a disinclination to see the latter positions assumed by people who would be held to them for a long period, as this would be apt to produce pro forma performance. Thus, he has stressed that more highly qualified individuals performing such functions should be assured a good chance of movement upwards and out, in order that they not suffer disillusionment and adopt a routine approach to their responsibilities.

The latter course of action, of course, is reflected in your responses to Recommendations No. 7 and 8. In implementing these, however, I specifically request that you consult with the DDP as to our experience with a somewhat comparable problem in ISD (ex-RID).

b. Recommendation No. 9. With respect to the personnel assistant discussed, I suggest that she be given appropriate personnel training and guidance and considered for transfer to the personnel career service. She certainly seems to have unique qualifications in her present post, and I am sure that IAS and the Office of Personnel can work out the best solution to ensure that we profit by her special qualifications but also that professional personnel expertise be made available to the IAS.

/s/ W. E. Colby

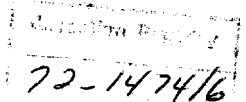
W. E. Colby

Executive Director-Comptroller

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11 MAY 1972

MEMORANDUM FOR: Executive Director-Comptroller

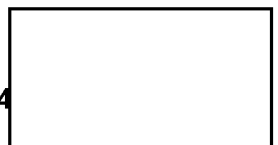
SUBJECT : Comments on DDI Reply to the IG Survey of the
Imagery Analysis Service

1. The DDI reply to the IG Survey of the Imagery Analysis Service is thoughtful, constructive, and responsive. It is gratifying to note that most of our recommendations have already been acted upon or are in the process of implementation. I would like to offer a few thoughts relative to his comments on Recommendations No. 6 and No. 9.

2. With respect to Recommendation No. 6 on the recruitment of selected high school graduates, the position of the DDI supports that of the Director, IAS in insisting that prospective employees have college degrees. His arguments are closely reasoned and in and of themselves very persuasive. We too found that IAS employees with earth science or related degrees were very well adjusted to the PI environment. However, a number of them were beginning to show a declining interest in a PI career and were desirous of a transfer to an Agency production office. They regard the opportunities offered by a production office for higher grades, greater intellectual challenge, and a share of the limelight as very appealing. These opportunities are very limited at best, and the experienced PI with a college degree feels that he is stuck. On the other hand, the high school graduate tends to be satisfied with less in his work environment and, therefore, may remain happier with his lot in the longer term. I would suggest that the DDI look farther down the road, anticipate possible loss of career interest by college graduate PI's, and hedge his bets by consciously trying to hire a few more high school graduates.

3. With respect to Recommendation No. 9, our intent was to remind the Director, IAS that he is encumbering a slot which belongs to another career service. While the remarks made by the DDI relative to race and sex are germane, nonetheless, the incumbent is blocking the assignment of a qualified personnel careerist to an office whose major problems are concerned with personnel. We are concerned that the incumbent, an IA careerist, was placed in the position in question without consultation or prior coordination with

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the Director of Personnel. He feels strongly that all personnel officer and personnel assistant slots should be occupied by fully qualified professional Personnel careerists.

(Signed) William V. Broe

William V. Broe
Inspector General

OIG/[]:lyt (11 May 1972)
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ST. HENRY 11 AM

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